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DIRECTOR of CENTRAL INTELLIGENCE

Key Intelligence Questions Evaluation Process (KEP)

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MEMORANDUM FROM DCI

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SECRET

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

13 February 1974

MEMORANDUM FOR: UNITED STATES INTELLIGENCE BOARD
INTELLIGENCE RESOURCES ADVISORY
COMMITTEE

SUBJECT : Key Intelligence Questions Evaluation Process (KEP)

Attached is a copy of the Key Intelligence Question Evaluation Process and a list of the 12 Key Intelligence Questions selected for evaluation during the initial iteration of the process. You will recall that the concept for the KEP process was briefed at the 19 January 1974 USIB meeting. An effort has been made to keep this process as simple as possible and yet be a useful vehicle for command line use.

Although I expect a positive and informative input from this process, I recognize that the first performance period is essentially a pilot run. In this respect your comments and observations are invited to make successive iterations a more effective management tool.

The Intelligence Community Staff is available to provide amplifying details and other appropriate assistance in implementing the KEP process. In addition, a briefing team from the IC Staff will be sent to discuss the process in detail with your staffs. The IC KEP monitor, [redacted] is the contact point for this purpose. 25X1 25X1

W. E. Colby

Enclosure

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KEP INTRODUCTION

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KIQs Evaluation Process (KEP)

Introduction

This paper describes the KIQs Evaluation Process (KEP) and provides detailed guidance and instructions for completing the necessary inputs.

The DCI's "Key Intelligence Questions for Fiscal Year 1974" (DCI/IC 74-1215, 4 January 1974) stated that the KIQs were circulated for the following purposes:

> To insure that these subjects are given priority in the regular collection and production activities of appropriate elements of the Intelligence Community.
>
> To enable preparation of a baseline review (as soon as feasible for FY 1974, but normally at the beginning of the fiscal year). This review will, in summary form, identify the status of current knowledge on the subject of each Key Intelligence Question, identify the important gaps, and the collection and production activities needed to fill the gaps. *Its principal feature will be the acceptance of responsibility by appropriate individual intelligence agencies of the obligation to collect or produce on individual Key Intelligence Questions.*
>
> To provide the basis for a recapitulation and evaluation, after the close of the fiscal year, of the performance of the Intelligence Community and of individual agencies on each of the Key Intelligence Questions.
>
> To enable experience with the Key Intelligence Questions process in the balance of FY 1974 to be used in preparation of questions for Community use in FY 1975.
>
> To permit the use of conclusions drawn from the recapitulation and evaluation of the FY 1974 effort as factors in Community resource allocations, specifically including the preparation of the DCI's National Foreign Intelligence Budget Recommendations to the President in November 1974.

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The KIQs Evaluation Process

Concept

The KIQs Evaluation Process (KEP) is an iterative procedure, providing a continuous evaluation and regeneration of KIQs through the participation of the NSCIC, the National Intelligence Officers (NIOs), the Intelligence Community Staff (ICS), and the USIB agencies.

To accomplish the evaluation, baseline information assembled at the beginning of the performance period is compared with similar data developed during the period to measure the information gain. The gain, and resultant intelligence, are then assessed as to their utility (responsiveness) to National-level consumer problems and needs. Figure-1 illustrates the KEP concept in terms of the Baseline Report and the Performance Report.

Figure 1

KEP Concept

To Compare:

Baseline Report	Performance Report
What We Know	What We Learned
What We Want to Know	What We Still Don't Know
How We Expect to Get It	Expectations vs. Performance
	Level of Effort
	User Satisfaction

The KIQs Life Cycle

To be dynamic, KIQs must change over time as new information and analysis become available. If a KIQ is satisfied it is eliminated. It it is partially answered, it may be regenerated for a follow-on evaluation period. This process is illustrated in Figure-2, "KIQs Life Cycle."

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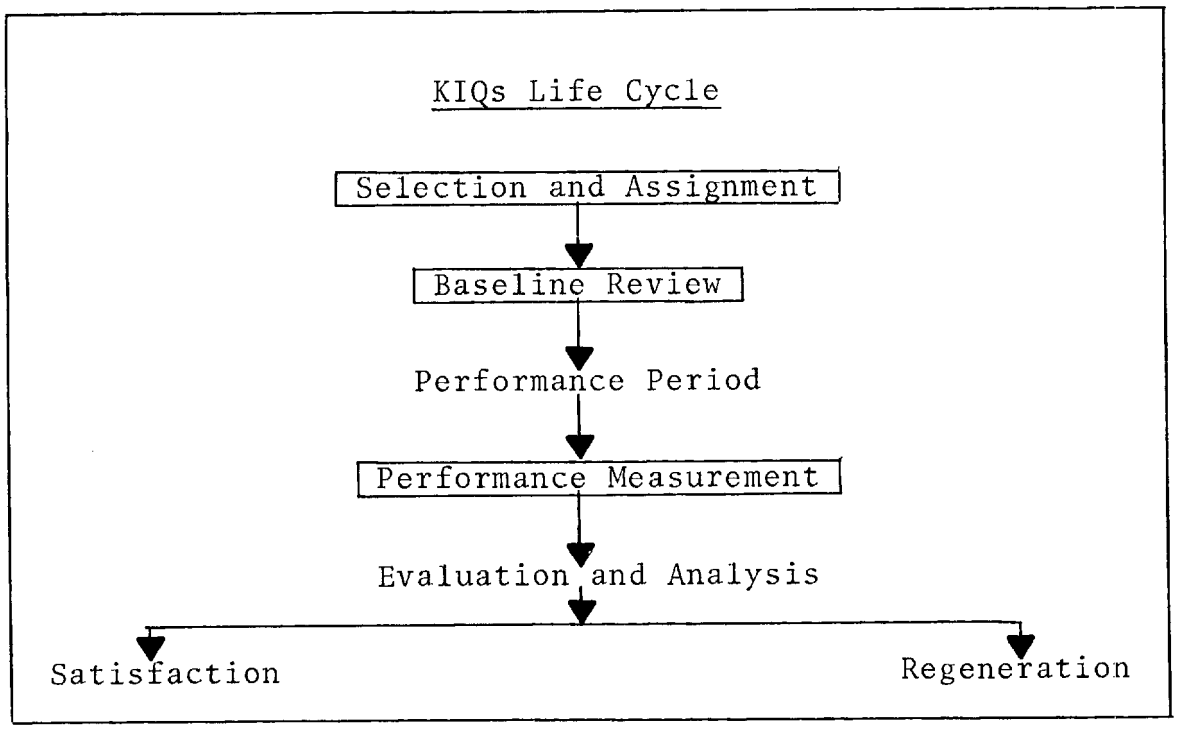

KEP Implementation

The NIOs

The NIOs are responsible for the KIQs assigned to them and for the preparation of Baseline and Performance Reports.

A list of NIOs, and the IC Staff Support Officers is included on page 5.

Program Managers

The Intelligence Program Managers are responsible for the data inputs and the quality of data related to the activities under their jurisdictions.

The IC Staff

The IC Staff will:

(a) Monitor and administer the KEP program.

(b) Design KEP changes.

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(c) Assure that each of the baseline and performance data inputs are accomplished and provided to the NIOs.*

(d) Assist the NIOs in the preparation of the Baseline and Performance Reports as appropriate.

(e) Perform aggregate analyses and provide summary reports.

KEP Schedule

The first evaluation period will begin on 1 March 1974 and end on 1 September 1974. The KIQs Baseline Report is due on 1 March 1974. The KIQs Performance Report is due on 1 October 1974.

** Detailed guidance and instructions for these inputs are found in the attached "Key Intelligence Questions Evaluation Process Guidance and Instructions."*

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GUIDANCE AND INSTRUCTIONS

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KEY INTELLIGENCE QUESTIONS EVALUATION PROCESS (KEP)

Guidance and Instructions

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Performance Report . . . . . Page 14

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Baseline Report Guidance and Instructions

The KIQ Baseline Report consists of the following three sections:

Section A: KIQ Assessment

Section B: Production Data

Section C: Collection and Processing Data

Section A must be completed prior to the completion of Sections B and C. The information requested in Section A is to be supplied by the designated National Intelligence Officer (NIO) in coordination with appropriate representatives from intelligence community agencies and organizations. The data for Sections B and C will be acquired by the IC Staff KEP Monitor from the appropriate USIB committees and/or program managers. The following instructions apply to Section A, B and C of the KIQ Baseline Report. Chart I illustrates the preparation and flow of the Baseline Report Process.

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